



Department of Defense **DIRECTIVE**

November 12, 1996
NUMBER 5100-73

DA&M

SUBJECT: Department of Defense Management Headquarters and Headquarters Support Activities

References: (a) DoD Directive 5100.73, subject as above, November 25, 1988 (hereby canceled)
(b) DoD Directive 8910.1, "Management and Control of Information Requirements," June 11, 1993
(c) DoD Directive 8320.1, "DoD Data Administration," September 26, 1991
(d) Title 10, United States Code
(e) Title 32, United States Code

A. REISSUANCE AND PURPOSE

This Directive reissues reference (a) and establishes a system to identify and manage the number and size of Management Headquarters and Headquarters Support activities in the Department of Defense.

B. APPLICABILITY

This Directive applies to the Office of the Secretary of Defense (OSD), the Military Departments, the Chairman of the Joint Chiefs of Staff, the Combatant Commands, the Inspector General of the Department of Defense (IG, DoD), the Defense Agencies, and the DoD Field Activities (hereafter referred to collectively as "the DoD Components").

c. DEFINITIONS

1. **Management Headquarters and Headquarters Support Functions.** Those functions and the direct support integral to their performance that are involved in the management of the programs and operations of the Department of Defense, the DoD Components, and their major military units, organizations, or agencies.

a. **Management.** Refers to exercising oversight, direction, and control of subordinate organizations or units through: (1) developing and issuing policies and providing policy guidance; (2) reviewing and evaluating program performance; (3) allocating and distributing resources; or (4) conducting mid- and long-range planning, programming, and budgeting. Functions performed in executing these management responsibilities are referred to as Management Headquarters functions.

b. **Direct Support.** Refers to professional, technical, administrative, or logistic support that is performed in, or provided directly to, a Management Headquarters and is essential to its operation. Direct support includes both staff support (such as providing policy or program analysis or formulating policies, plans, and programs for a Management Headquarters) and operating support (such as providing secretarial, typing, editorial, or Automated Data Processing (ADP) services to a Management Headquarters). Direct support does not include specific products or technical and operating-type services that are provided on a DoD or Component -wide basis (such as payroll services or personnel records and assignment functions), or base operating support functions provided by a host unit to all tenant organizations. Functions performed in providing direct support to a Management Headquarters are referred to as Management Headquarters Support functions.

2. specific Management Headquarters and Headquarters Support functions are defined in enclosure 1.

D. **POLICY**

1. DoD organizations that perform Management Headquarters or Headquarters Support functions, or a combination thereof, as a substantial portion of their mission, shall be identified as DoD Management Headquarters and Headquarters Support activities. This applies when more than 25 percent of the work performed by an organization is devoted to the accomplishment of such functions. DoD organizations currently identified as Management Headquarters and Headquarters Support activities are listed in enclosure 2.

2. DoD Management Headquarters and Headquarters Support activities shall be organized and staffed in a manner that permits the effective accomplishment of assigned responsibilities with a minimum number of personnel. To provide a framework for implementing this policy, the Department of Defense shall maintain:

a. A DoD-wide definition of Management Headquarters and Headquarters support functions.

b. An approved list of Management Headquarters and Headquarters support activities.

c. A common method of accounting for Management Headquarters and Headquarters Support personnel authorizations.

3. Management Headquarters or Headquarters Support functions may not be established or transferred outside a Management Headquarters or Headquarters Support activity for the purpose of circumventing the personnel accounting and reporting provisions of this Directive.

4. Multiple authorization documents, dual counting, or other special personnel accounting devices may not be used to distort the true strength or structure of Management Headquarters or Headquarters Support activities.

E. RESPONSIBILITIES

1. The Director of Administration and Management, Office of the Secretary of Defense shall:

a. Determine the composition of, maintain, and monitor the official list of, DoD Management Headquarters and Headquarters Support functions in enclosure 1 and the list of DoD Management Headquarters and Headquarters Support activities in enclosure 2.

b. Conduct periodic reviews to ensure that the DoD Components are accurately identifying and accounting for Management Headquarters and Headquarters Support activities in accordance with the criteria established in this Directive.

2. The Under Secretary of Defense for Personnel and Readiness shall review manpower levels and issue guidance on personnel authorizations for DoD Management Headquarters and Headquarters Support activities.

3. The Heads of the DoD Components shall:

a. Efficiently organize and staff the Management Headquarters and Headquarters Support activities within their respective Components.

b. Designate a single office to implement the guidance contained in this Directive and coordinate matters regarding control of the number and size of Management Headquarters and Headquarters Support activities.

c. Maintain a management information system, in coordination with the Under Secretary of Defense for Personnel and Readiness (USD(P&R)) and Director of Administration and Management, Office of the Secretary of Defense (DA&M, OSD), that identifies the number and size of Management Headquarters and Headquarters Support activities.

(1) As a minimum, this system shall be capable of maintaining strength data for each Management Headquarters and Headquarters Support activity by organization and category of personnel (military and civilian), in accordance with the guidelines at enclosure 3.

(2) This data shall be reflected in:

(a) The Future Years Defense Program (FYDP). Defense Planning and Programming Category program element codes ending in "98" shall be reserved for this purpose. Organizations not designated as Management Headquarters or Headquarters Support activities by this Directive shall not use program element codes that end in "98."

(b) The PB-22 budget exhibit submitted to the OSD in accordance with the requirements of the budget cycle.

d. Report Management Headquarters and Headquarters Support personnel strength in their FYDP and PB-22 budget submissions as follows:

(1) The Secretaries of the Military Departments shall account for:

(a) Military **and** civilian personnel in organizations under their control.

(b) Their Department's military and civilian personnel in international military organizations and the Combatant **Commands**, except for those in the U.S. Special Operations **Command (USSOCOM)**, which shall be reported separately by the **Commander-in-Chief, USSOCOM**.

(2) Heads of other DoD Components shall account for military and civilian personnel in organizations under their control.

e. Conduct surveys or studies and establish administrative controls to comply with this Directive.

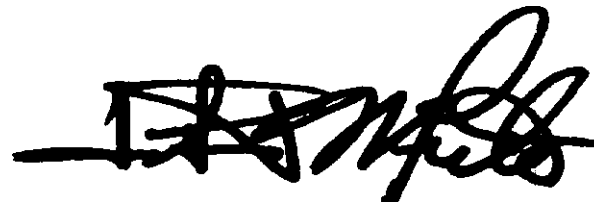
f. Cooperate and coordinate, particularly **in** the case of joint activities, with other DoD Components in the exchange of Management Headquarters and Headquarters Support data.

g. **Ensure** that the list of DoD Management Headquarters and Headquarters Support activities for their respective **Component** remains accurate by notifying **promptly the DA&M, OSD**, of all organizational changes *effected* by the **Component** that require a revision to the list.

h. **Ensure** that supplemental data is made available to the **DA&M, OSD**, and **USD (P&R)**, as requested, **in** accordance with DoD Directive 8910.1 (reference (b)) and DoD Directive 8320.1 (reference (c)) .

F. **EFFECTIVE DATE**

This Directive is effective immediately.



John P. Whale
Deputy Secretary **of Defense**

Enclosures - 3

1. Management **Headquarters** and Headquarters Support **Functions**
2. Management Headquarters and Headquarters Support Activities
3. Accounting for Management **Headquarters** and Headquarters Support Personnel

A. Purpose

Organizational and management arrangements and command relationships differ greatly among the DoD Components. A strict DoD-wide Management Headquarters comparison based on similarity of mission, title, organizational level or other superficial comparison is, therefore, inadequate to ensure DoD-wide comparability in identifying and accounting for DoD Management Headquarters activities. The organizational elements of the headquarters structures of the various DoD Components must be included or excluded from Management Headquarters accountability based on an analysis of their respective functions and the manner in which these functions are performed within each Component. Accordingly, this enclosure provides a common DoD-wide list of the functional areas that must be considered when identifying DoD Management Headquarters and Headquarters Support activities and when accounting for their personnel resources. It is to be used in conjunction with the definition criteria in section C. and the identification criteria in section D. of the main body of this Directive.

B. Functions

1. **Acquisition.** Management of programs through which equipment, facilities, and services are planned, designed, developed, acquired, maintained, and disposed of throughout the Department of Defense, as well as acquisition services provided directly to a Management Headquarters activity. This includes, but is not limited to, functions performed by the Defense Acquisition Executive, Service Acquisition Executives, and Service Program Executive Officers.

2. **Administration.** Management of administrative communications, documentation, publications, and reproduction programs, as well as correspondence, publications, and reproduction services provided directly to a Management Headquarters activity.

a. **Administrative Communications.** The coordination, processing, and distribution of correspondence and general service messages.

b. **Documentation.** Creation, maintenance, and disposition of documents, document storage, and retrieval systems and equipment.

c. **Publications.** Manuscript preparation and writer-editor services, design, coordination, indexing, distribution, and periodic review of forms and publications; authentication and distribution of administrative orders; and establishment and maintenance of technical libraries for a Management Headquarters activity.

d. **Reproduction.** Printing, duplicating, and copying services.

3. **Audiovisual.** Management of photographic, television, audiovisual, and graphic arts programs, as well as audiovisual services provided directly to a Management Headquarters activity.

4. **Audit.** Management of audit programs, including the development and establishment of audit objectives, policies, plans, and standards.

5. **Command.** Functions performed by the head of a Management Headquarters activity and his or her **immediate** staff, such as the deputy head, chief of staff, executive and special assistants, advisers, aides, stewards, secretaries, protocol personnel, and others performing similar functions.

6. **Cost Analysis.** Preparation of estimates of development, investment, and operating costs of programs, equipment, and systems, and the collection, validation, and analysis of related cost data for a Management Headquarters activity when these functions are not counted under one of the other headings in this enclosure.

7. **Data Automation.** Management of data standardization, equipment selection, and utilization programs, including establishment of policy *for* systems and satellite data processing units, as well as **ADP** support provided directly to a Management Headquarters activity.

8. **Engineering and Construction.** Management of engineering programs, including criteria and design development and review, and the functional and technical review of construction and major repair projects, as well as engineering and construction services provided directly to a Management Headquarters activity.

9. **Environmental Sciences.** Management of environmental sciences programs, including oceanographic and meteorological **programs**, as well as weather services provided directly to a Management Headquarters activity.

10. **Facilities.** Management of real estate, facilities, and civil engineering or public works programs, as well as facility **services** provided *directly* to a Management Headquarters activity.

11. **Financial Management.** Management of budget, accounting and finance, internal review, and related financial management programs, as well as financial management **services** provided directly to a Management Headquarters activity.

a. **Accounting and Finance.** Development and direction of accounting and finance systems and services.

b. **Budget.** Budget formulation, presentation, and execution; funding control and evaluation; budget analysis; and the furnishing of budgetary advice and guidance.

c. **Internal Review.** Review of command systems, procedures, and internal control.

12. **Historical Affairs.** Management of historical writing, research, studies, analyses, and heraldry programs, as well as the provision of historical or heraldry services directly to a **Management** Headquarters activity.

13. **Information and Public Affairs.** Management of internal and public information and community relations programs, as well as information and public affairs services provided directly to a Management Headquarters activity.

14. **Inspection and Evaluation.** Inspection and evaluation of subordinate organizational levels to ensure their readiness, effectiveness, and adequacy of operations for the performance of assigned missions, as well as permanent members of inspection teams supporting a Management Headquarters activity.

15. **Intelligence.** Management of intelligence collection, analysis, production, and evaluation programs, as well as intelligence services provided directly to a Management Headquarters activity.

16. **Legal/Legislative Affairs.** Management of legal and legislative programs, as well as legal services provided directly to a Management Headquarters activity.

17. **Logistics.** Management of supply, maintenance, transportation, procurement, production, and materiel programs, as well as supply, maintenance, and transportation services provided directly to a Management Headquarters activity.

• **Supply and Services.** Supply programs and service functions, such as clothing sales, mortuary, laundry, dry cleaning, and food services.

b. **Maintenance.** Equipment maintenance programs, as well as permanent members of standardization and evaluation teams supporting a Management Headquarters activity.

c. **Transportation.** Military and commercial air, sea, and surface transportation programs, motor vehicle management, and logistic transportation planning and control.

d. **Materiel Management.** Logistic support of specified weapon and nonweapon systems, equipment, and commodities from delivery through disposal.

e. **Procurement and Production.** Procurement and production management for the acquisition of weapon systems, equipment, materiel, and services.

18. **Management Analysis.** Development and presentation of integrated analyses and control information for the management of the principal missions and objectives of an organization when these functions are not counted under one of the other headings in this enclosure.

19. **Management Engineering.** Analysis of systems, procedures, organizations, methods, and techniques for the management and control of an organization's programs and activities, and the development or maintenance of work measurement systems when these functions are not counted under one of the other headings in this enclosure.

20. **Manpower and Organization.** Allocation and control of an organization's structures, manpower resources, and grade authorizations, and

evaluation of manpower utilization, as well as permanent **members** of manpower and organization **survey** teams supporting a Management Headquarters activity.

21. **Medical Services.** Management of medical and **healthcare** programs, as well as medical **services** provided direct ly to a Management Headquarters act ivit y.

22. **Operations.** Development and analysis of strategic, defensive, and tactical operations, including operational readiness, planning and requirements, standardization, evaluation, training, and **command** end control, as well as **command** end control services provided directly to a Management Headquarters activity.

23. **Operations Analysis.** Development of mathematical and scientific studies of operational programs, or analysis of the operational mix of weapons, equipment, tact ics, and strategy for a Management Headquarters activity.

24. **Personnel.** Management of civilian and military personnel programs (such ●s staffing, career development, **position** classification, pay management, employee and labor-management relations, incentive awards, and benefits) , special **services** programs (such as welfare and recreation programs) , and social action programs (such as race relations, equal employment opportunity, and **drug** end alcohol abuse) , as well as personnel services **provided** directly to a Management **Headquarters** activity.

25. **Policy, Plans, and Programming.** Formulation, coordination, and development of plans, policies, and **programming** actions, when these functions are not counted under one of the other headings in this enclosure.

26. **Religious Affairs.** Management of religious affairs, counseling, and related moral welfare activities.

27. **Research and Development.** Management of basic and developmental research, test, and engineering programs.

28. **Reserve Affairs.** Management of reserve *forces* programs. (National Guard and Reserve personnel serving on active duty under 10 U.S. C. 10301, 10211, 12310 (a) , 3019 (b), 3033 (h) , 12402, 8019 (b) , 8033 (h) , (reference (d)) , and 32 U.S. C. 708 (reference (e)) are included, but will be accounted for separately from other act ive duty military personnel.)

29. **Safety.** Management of **safety** programs, such as flight, industrial, missile, nuclear, explosive, driver, systems, end surface end subsurface safety, as well as *safety* services provided directly to a Management Headquarters activity.

30. **Security.** Management of physical, personnel, information, and **communications** security programs, as well as security and **police** or guard **services** provided directly to a Management Headquarters activity.

31. **Telecommunications.** Management of **communications** programs, as well as electronic- **communicat** ions services provided directly to a Management Headquarters activity.

32. Training and Education. Management of training and educational programs and related matters, such as educational research, evaluation, and curriculum development and review.

33. Unit Administration. Direct support functions of the headquarters units of a Management Headquarters activity, such as the administration of punitive authorities and unit supply preparation and maintenance of duty rosters and unit records.

MANAGEMENT HEADQUARTERS AND HEADQUARTERS SUPPORT ACTIVITIES

I. International Military Headquartera

North American Air Defense Command (NORAD)
HQ NORAD

North Atlantic Treaty Organization (NATO)
NATO Military Committee
International Military Staff

Allied Command, Atlantic (**ACLANT**)
HQ Supreme Allied Commander, Atlantic (**SACLANT**)
HQ Eastern Atlantic Command (**EASTLANT**)
HQ Western Atlantic Command (**WESTLANT**)
HQ **Iberian** Atlantic Command (**IBERLANT**)
HQ Submarines Allied Command, Atlantic (**SUBACLANT**)
HQ Striking **Fleet**, Atlantic Command (**STRIKFLTANT**)

Allied Command, Europe (ACE)
Supreme **Hqs**, Allied Powers, Europe (SHAPE)
HQ Allied Forces, Northwestern Europe (**AFNORTHWEST**)
HQ Allied Forces, Central Europe (**AFCENT**)
HQ Allied Forces, Southern Europe (**AFSOUTH**)

United Nations Command, Korea (**UNC**)/**Combined** Forces
Command, Korea (**CFCK**)
HQ **UNC/CFCK**

II. Defense-Wide and Joint Headquartera

1. Departmental Activities

Office of the Secretary of Defense (OSD)

OSD Staff

Chairman of the Joint Chiefs of Staff (JCS)

JCS

Joint Staff

2. Departmental Support Activities

Air Force Pentagon Communications

Agency(AFPCA)¹

OSD Support Staff

Washington Headquarters Services (WHS)

WHS Staff¹

Defense Support Activities (DSA)

DSA Staff

3. Functional Activities

Defense Agencies

Ballistic Missile Defense Organization (BMDO)

BMDO Staff¹

Defense Advanced Research Projects Agency (DARPA)

DARPA Staff

Defense Information Systems Agency (DISA)

HQ DISA

Defense Contract Audit Agency (DCAA)

HQ DCAA

Defense Intelligence Agency (DIA)

HQ DIA

Defense Investigative Service (DIS)

HQ DIS

Defense Legal Services Agency (DLSA)

DLSA Staff¹

Defense Logistics Agency (DLA)

HQ DLA

Defense Special Weapons Agency (DSWA)

DSWA Staff¹

Defense Commissary Agency (DeCA)

HQ DeCA

Defense Finance and Accounting Service (DFAS)

HQ DFAS

Defense Security Assistance Agency (DSAA)

DSAA Staff¹

National Imagery and Mapping Agency

HQ NIMA

National Security Agency/Central Security Service (NSA/CSS)

HQ NSA/CSS

On-Site Inspection Agency (OSIA)

HQ OSIA

Other Functional Activities

Defense Medical programs Activity (DMPA)

DMPA Staff¹

Department of Defense Educational Activity (DoDEA)

HQ DODEA

Office of the Inspector General (OIG)

OIG Staff¹

4. Combatant Commands

U.S. Atlantic Command (USACOM)

HQUSACOM

HQ Iceland Defense Force

HQ U.S. Forces, Azores

U.S. Central Command (CENTCOM)

HQCENTCOM

U.S. European Command (EUCOM)

HQEUCOM

U.S. Pacific Command (PACOM)

HQPACOM

HQ U.S. Forces, Japan (USFJ)

HQ U.S. Forces, Korea (USFK)

I-IQ U.S. Alaskan Command (ALCOM)

U.S. Southern Command (SOUTHCOM)

HQSOUTHCOM

U.S. Space Command (SPACECOM)

HQSPACECOM

U.S. Special Operations Command (SOCOM)

HQSOCOM

U.S. Transportation Command (TRANSCOM)

HQTRANSCOM

U.S. Strategic Command (STRATCOM)

HQSTRATCOM

¹ Appropriate organizational elements only, per **section B.** of "Accounting for Management Headquarters and Headquarters Support **Personnel,**" enclosure 3.

III. Military Department Headquarters

Department of the Army

1. Departmental Activities

Army Secretariat (OSA)

Army Staff (ARSTAF)

(Includes National Guard Bureau)

2. Departmental Support Activities

USA Command & Control Support Agency

USA Concepts Analysis Agency

USA Intelligence Support Agency

USA Information Management Support Agency

USA Research, Development and Acquisition

Information Systems Agency

3. Functional Activities

Army Materiel Command (AMC)

HQ AMC

Surety Field Activity

Installations & Services Activity

Inspector General Activity

International Cooperation Program Activity

Intelligence & Technical Security Activity

Strategic Mobility Logistics Base

Logistics Support Element

HQ USA Chemical & Biological Defense
Command (CBD COM)¹

HQ USA Communications & Electronics
Command (CECOM)¹

HQ USA Industrial Operations
Command (IOC)¹

Department of the Navy

1. Departmental Activities

Navy Secretariat (SECNAV)

Office Chief of Naval Operations

(OPNAV)

HQ Marine Corps (HQMC)

2. Departmental Support Activities

Field Support Activity

OPNAV Support Activity

Naval Computer and Telecommunications

Station, Washington

Navy Tactical Support Activity

Office of Civilian Personnel

Management

3. Functional Activities

Office Chief of Naval Research (OCNR)

HQ OCNR

Naval Air Systems Command (NAVAIR)

HQ NAVAIR¹

Naval Facilities Engineering Command

(NAVFAC)

HQ NAVFAC¹

Naval Sea Systems Command (NAVSEA)

HQ NAVSEA¹

Naval Supply Systems Command

(NAVSUP)

HQ NAVSUP¹

Space and Naval Warfare Systems

Command (SPAWAR)

HQ SPAWAR¹

Program Executive Offices (PEO)

Department of the Air Force

L Departmental Activities

Air Force Secretariat (OSAF)

Air Staff

National Guard Bureau (NGB)

2. Departmental Support Activities

Air Force Pentagon Communications

Agency (AFPCA)¹

(Air Force Headquarters Support)

HQ USAF Direct Support Elements

3. Functional Activities

Air Force Materiel Command (AFMC)

HQ AFMC

HQ Aeronautical Systems Center (ASC)¹

HQ Space and Missile Systems Center

(SMSC)¹

HQ Electronic Systems Center

(ESC)¹

HQ Human Systems Center (HSC)¹

Air Force Program Executive Office
(AFPEO)

¹ Appropriate organizational elements only, per section B of "Accounting for Management Headquarters and Headquarters Support Personnel," enclosure 3.

Acquisition, Supply, & Logistics	HQ USA Research Laboratory (ARL) ¹ HQ USA Missile Command (MICOM) ¹ HQ USA Tank-Automotive and Armaments Command (TACOM) ¹ HQ USA Aviation & Troop Command (ATCOM) ¹ Program Executive Offices (PEO)		
Readiness & Reserve Forces	USA Forces Command (FORSCOM) HQ FORSCOM HQ 3rd Army ¹ USA Reserve Command	Naval Reserve Force (NAVRESFOR) HQ NAVRESFOR b	Air Force Reserve (AFRES) HQ AFRES
	USA Training & Doctrine Command (TRADOC) HQ TRADOC	Naval Education & Training Command (CNET) HQ CNET HQ Air Training Command	Air Education & Training Command (AETC) HQ AETC
Weather Services	(Weather Services Management functions performed by the Deputy chief of Staff, Plans and Operations, on the Air Staff and each Major USAF Command Headquarters (with a Major Army Command support relationship), listed on this enclosure.)	Naval Meteorology and Oceanography Command (NAVMETOCCOM) HQNAVMETOCCOM	(Weather Services Management functions performed by the Deputy Chief of Staff, Pkns and Operation on the Air Staff and each Major Command Headquarters, listed on this enclosure.)
Recruiting	USA Recruiting Command (USAREC) HQ USAREC	(Recruiting Management functions performed by DCNO (Manpower and Personnel), and Chief of Naval Personnel at the OPNAV staff listed on this enclosure.)	(Recruiting Management functions performed by the DCS/Recruiting Service, HQ Air Education and Training Command, listed on this enclosure.)

¹ Appropriate organizational elements only, per section B. of "Accounting for Management Headquarters and Headquarters Support Personnel," enclosure 3.

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Communication &
Data Automation

USA **Information Systems Command**
(**USAISC**)
HQ USAISC

(Communications Management functions
performed by HQ USA Information Systems
Command.)

Naval Computer and Telecommunications
Command (**NAVCOMTELCOM**)
HQ NAVCOMTELCOM

(Data Automation Management functions
performed by DCS/Communications and
Information on the Air Staff and each Major Command
listed on this enclosure.)

USA **Intelligence & Security Command**
(**INSCOM**)
HQ INSCOM
Administrative Services and Audiovisual
Activity

Office of Naval Intelligence (ONI)
HQ ONI

(Foreign Intelligence Management functions
performed by the ACS/intelligence on the Air Staff,
listed on this enclosure.)

USA **Criminal Investigation Command (CIDC)**
HQ CIDC

(Criminal Investigation and
Counterintelligence Management functions
performed by Director of Naval Intelligence
and Assistant for Naval Investigative Matters
and Security on the OPNAV Staff listed on
this enclosure.)

(Criminal Investigation and Counterintelligence
Management functions performed by the
Inspector General in the Secretariat, listed on
this enclosure.)

(Security management functions performed by
HQ USA Intelligence & Security Command.)

Naval Security Group Command
(**NAVSECGRUCOM**)
HQ NAVSECGRUCOM

Air Intelligence Agency (AIA)
HQ AIA¹

USA **Medical Command (MEDCOM)**
HQ MEDCOM

Bureau of **Medicine** & Surgery (BUMED)
Chief, BUMED Staff
HQ Naval Health Sciences Education
& Training Command
HQ Naval Medical Research &
Development Command

(Medical Management functions performed by the
Surgeon General on the Air Staff, the Command
Surgeon General in each Major Command HQ,
and the HQ Human Systems Center in the Air Force
Materiel Command listed on this enclosure.)

Medical

¹ Appropriate organizational elements only, per section B. of "Accounting for Management Headquarters and Headquarters Support Personnel," enclosure 3.

Other Functions

USA **Military District of Washington (MDW)**
HQ MDW
Staff Support Activity

U.S. Army Corps Of Engineers (USACE)
HQ USACE

Naval District **Washington (NDW)**
HQ NDW¹

Marine corps **Staff Management Agency (MCSMA)**
MCSMA Staff

4. Combatant/Combatant Support Activities

(Army Components provided by title USA Forces Command listed ott this enclosure.)

4. Combatant/Combatant Support Activities

U.S. Navy, **Atlantic Fleet (LANTFLT)**
HQ CINCLANTFLT
HQ Surface Force, Atlantic (SURFLANT)
HQ Submarine Force, Atlantic (SUBLANT)
HQ Naval Air Force, Atlantic (AIRLANT)
HQ Naval Training Command, Atlantic (TRALANT)
HQ Fleet Marine Force, Atlantic (FMF-LANT)

4. Combatant/Combatant Support Activities

Air Combat **Command (ACC)**
HQ ACC

USACOM

EUCOM

CENTCOM

U.S. Army **Europe/Seventh Army (USAREUR/7AR)**
HQ USAREUR/7AR

U.S. Naval Forces, Europe (NAVEUR)
HQ CINCUSNAVEUR
HQ Fleet Marine Force, Europe (FMF-EUR)

U.S. Air Forces in Europe (USAFE)
HQ USAFE

U.S. Army Central **Command (ARCENT)**

(HQ ARCENT functions performed by HQ Third Army listed ott this enclosure.)

U.S. Navel Forces, Central Command (NAVCENT)
HQ NAVCENT

U.S. Air Force, Central **Command (CENTAF)**
(HQ CENTAF functions performed by HQ ACC listed on this enclosure.)

¹ Appropriate **organizational elements only**, per section B. of "Accounting for Management Headquarters and Headquarters Support Personnel," enclosure 3.

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SPACECOM	U.S. Army Space & Strategic Defense Command (USARSSDC) HQ USARSSDC	Naval Space Command (NAVSPACECOM) HQ NAVSPACECOM	Air Force Space Command (AFSPC) HQ AFSPC
	U.S. Army Pacific (USARPAC) HQ USARPAC Eighth U.S. Army (EUSA) HQ EUSA	U.S. Navy, Pacific Fleet (PACFLT) HQ CINCPACFLT HQ Surface Force, Pacific (SURFPAC) HQ Submarine Force, Pacific (SUBPAC) HQ Naval Air Force, Pacific (AIRPAC) HQ Naval Training Command, Pacific (TRAPAC) HQ Fleet Marine Force, Pacific (FMF-PAC)	Pacific Air Forces (PACAF) HQ PACAF
PACOM			
SOUTHCOM	U.S. Army, South (USARSO) HQ USARSO	(Navy support for Headquarters, Southern Command is provided by Commander-in-Chief, U.S. Atlantic Command (CINCLANTFLT))	U.S. Southern Air Force (SOUTHAF) (HQ SOUTHAF functions performed by HQ ACC, listed on this enclosure.)
SOCOM	US Army Special Operations Command (USASOC) HQ USASOC	Naval Special Warfare Command (NAVSPECWARCOM) HQ NAVSPECWARCOM	Air Force Special Operations Command (AFSOC) HQ AFSOC
TRANSOM	Military Traffic Management Command (MTMC) HQ MTMC	Military Sealift Command (MSC) HQ MSC	Air Mobility Command (AMC) HQ AMC
Other		Mine Warfare Command (MINEWARCOM) HQ MINEWARCOM	

¹ Appropriate organizational elements only, per section B. of "Accounting for Management Headquarters and Headquarters Support Personnel," enclosure 3.

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The DoD Components shall account for personnel assigned to their Management Headquarters and Headquarters Support activities in accordance with the following guidelines:

A. Organizations with Primary Management Headquarters and Headquarters Support Missions

1. If an organization performs Management Headquarters or Headquarters Support functions, or a combination thereof, as its primary mission, all of its military and civilian personnel shall be counted in determining that organization's Management Headquarters and Headquarters Support strength.

2. This category includes:

a. The OSD, the Joint Staff, and the Defense Advanced Research Projects Agency in their entirety; designated headquarters elements of the OIG, DoD, the Defense Legal Services Agency, the Ballistic Missile Defense Organization, the Defense Security Assistance Agency, the Defense Special Weapons Agency; and the headquarters of the remaining Defense Agencies.

b. Military Department headquarters down to and including the headquarters of all major commands.

c. Headquarters of major U.S. operating forces down to and including headquarters of the Combatant Commands; the primary component command headquarters of the Military Services within the Combatant Commands; and headquarters of the numbered active duty U.S. Armies, Navy-Type commands, and Fleet Marine Forces.

d. Headquarters of international military organizations in which U.S. forces participate.

e. Any other organization that devotes more than 50 percent of its effort to:

(1) Accomplishing Management Headquarters functions for the Department of Defense, a DoD Component, or for a higher headquarters in this chain of command.

(2) Providing direct support to one or more Management Headquarters.

(3) Providing a combination of paragraphs A. 2. e. (1) and (2), above.

B. Organizations with Substantial Management Headquarters and Headquarters Support Missions

1. If an organization does not meet the criteria in subsection D. 1. of the main body of this Directive, but performs Management Headquarters or Headquarters Support functions, or a combination thereof, as a substantial

portion of **its** mission, all of its military and civilian **personnel** assigned to those constituent elements of the organization that devote more than 50 percent of their effort to the accomplishment of Management **Headquarters** or Headquarters **Support** functions shall be counted **in** determining the **organi** zation's overall Management Headquarters and Headquarters Support strength. As used in this context, the term "constituent elements" refers to the subunits of **the** organization, such as staff office, directorate, division, branch, sect ion, or detachment.

2. This category includes:

a. Headquarters of the Naval Facilities Engineering and Systems **Commands and of the commands** involved in materiel *acquisition*, supply, and logistics management functions within the **Army Materiel Command** and the Air Force Materiel **Command**.

b. **Any** other organization that devotes more than 25 percent, but not more than 50 percent, of its effort to:

(1) Performing Management Headquarters f **unctions** for **the** Department of Defense, a DoD Component, or for a higher headquarters in its chain of **command**.

(2) Performing direct support to one or more Management Headquarters.

(3) Perf **orming** a combination of subparagraphs B.2. b. (1) and (2) , above.